



Health Services
LOS ANGELES COUNTY

August 7, 2007

**Los Angeles County
Board of Supervisors**

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TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.
Director and Chief Medical Officer

SUBJECT: **METROCARE IMPLEMENTATION PLAN UPDATE**

This is to provide your Board with a report on the status of the MetroCare Implementation Plan. Please find attached a MetroCare Update for the week ending July 28, 2007.

The Department of Health Services (DHS) has been closely monitoring services provided at Martin Luther King, Jr. - Harbor Hospital (MLK-Harbor). The number of emergency department (ED), urgent care, and ambulatory care visits for the weeks before and after the service changes has been generally level. The number of ED patients who left without being seen remained low at about 4% in June 2007. The number of transfers from MLK-Harbor to other DHS, contract, or private (patients with insurance) hospitals was 290 in June 2007.

DHS will continue to monitor these trends and will keep you informed of any significant changes in MLK-Harbor service levels. In the meantime, if you have any questions or need additional information, please let me know.

BAC:ct

Attachment

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

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**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
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Week Ending	Actions Related to MetroCare Timeline and Bed Map¹	Other MetroCare Actions	Service Indicators
09/23/06	Not Applicable.	On 09/22/06 Los Angeles County DHS (DHS) notified that King Drew Medical Center (KDMC) did not meet 9 of 23 conditions of participation on its most recent CMS survey. CMS terminated KDMC's CMS contract effective 11/30/06 resulting in the loss of approximately \$200 million a year.	Number of Inpatient Admissions ² - 187 Average Daily Census ³ - 171 ED visits Treated and released - 473 Admitted - 120 Urgent Care Visits - 285 Ambulatory Care Visits - 2982
09/30/06	Not Applicable.		Number of Inpatient Admissions ² - 205 Average Daily Census ³ - 169 ED visits Treated and released - 425 Admitted - 154 Urgent Care Visits - 260 Ambulatory Care Visits - 3096
10/07/06	Not Applicable.	On 10/03/06 the Los Angeles County Board of Supervisors approved MetroCare option and directed DHS to return to the Board with detailed plan in two weeks. On 10/04/06 ACGME notified Drew University officials that they must provide a plan for placement of all current KDMC residents in all existing ACGME-accredited residency programs by 10/16/06 with placement to be effective 12/01/06. On 10/05/06 Drew University officials indicate their intent to withdraw all residents from KDMC on 12/01/06.	Number of Inpatient Admissions ² - 183 Average Daily Census ³ - 164 ED visits Treated and released - 402 Admitted - 121 Urgent Care Visits - 262 Ambulatory Care Visits - 2904
10/14/06	Not Applicable.	On 10/13/06, DHS implemented weekly conference calls with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² - 174 Average Daily Census ³ - 160 ED visits Treated and released - 454 Admitted - 104 Urgent Care Visits - 274 Ambulatory Care Visits - 2415

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10/21/06	On 10/17/06 the Los Angeles County Board of Supervisors approved MetroCare implementation (Goal 10/17/06).	<p>On 10/19/06 LAC DHS requested that CMS approve a 12 month extension to KDMC's Medicare certification and provide \$50 million for transition costs.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² – 163 Average Daily Census³ – 158 ED visits Treated and released – 469 Admitted – 115 Urgent Care Visits – 269 Ambulatory Care Visits – 2985</p>
10/28/06	On 10/23/06 DHS obtained State DHS review/approval for MetroCare implementation (Goal 11/01/06).	<p>On 10/23/06 Governor Arnold Schwarzenegger sent a letter to Secretary of Health and Human Services supporting LAC DHS request for an extension of KDMC Medicare certification and \$50 million for transition costs.</p> <p>On 10/25/06 CMS responded to LAC DHS request of 10/19/06 with a request for additional information.</p> <p>On 10/26/06 LAC DHS responded to CMS request of 10/25/06 for additional information.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 185 Average Daily Census³ – 165 ED visits Treated and released – 427 Admitted – 128 Urgent Care Visits – 263 Ambulatory Care Visits – 2789</p>
11/04/06	<p>On 10/30/06 DHS obtained CMS review/approval for MetroCare implementation (Goal 11/01/06).</p> <p>On 11/01/06 began staffing for medical-surgical beds at Rancho (Goal 11/30/06).</p>	<p>On 10/30/06 CMS responded to LAC DHS letter of 10/26/06 with informal approval of extension of KDMC Medicare certification to 3/31/07 pending confirmation from the Board of Supervisors that substantial KDMC restructuring will occur. CMS declines request for \$50 million for transition costs.</p> <p>On 11/01/06 DHS released a Request For Information (RFI) to identify companies to contract ED and Urgent Care Center services at KDMC.</p> <p>On 11/02/06 DHS released an RFI to identify companies specializing in hospitalist and intensivist services as potential contractors for KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 182 Average Daily Census³ – 166 ED visits Treated and released – 441 Admitted – 131 Urgent Care Visits – 219 Ambulatory Care Visits – 2813</p>

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11/11/06	<p>On 11/06/06 the Beilenson hearing was held to provide the public with the opportunity to comment on the proposed MetroCare changes (Goal 11/06/06).</p> <p>On 11/07/06 the Board of Supervisors gave final approval for service changes (Goal 11/14/06).</p>	<p>On 11/06/06 DHS released an RFI to identify hospitals and associated physicians to provide interim inpatient medical-surgical beds and critical care services.</p> <p>On 11/09/06 Harbor-UCLA chief executive officer (CEO), Tecla Mickoseff, was appointed to serve as interim CEO of MetroCare; KDMC CEO, Antionette Smith Epps, was appointed administrator of MLK-Harbor; and Harbor-UCLA Chief Medical Officer, Gail Anderson, serves as interim Chief Medical Officer for MetroCare.</p> <p>On 11/09/06 DHS released an RFI to identify companies to contract for Advanced Life Support (ALS) and Critical Care Transportation (CCT) ambulance services at KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 183 Average Daily Census³ - 161 ED visits Treated and released⁴ - NA Admitted⁴ - NA Urgent Care Visits⁴ - NA Ambulatory Care Visits - 2302</p>
11/18/06	<p>On 11/13/06 began opening 32 medical-surgical beds at Rancho (Goal 12/15/06) by opening additional beds on an existing unit.</p>	<p>On 11/15/06, at the request of CMS and State DHS, LAC DHS appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS.</p> <p>On 11/15/06, State DHS reviewed and approved beds and staffing at Harbor-UCLA.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 179 Average Daily Census³ - 151 ED visits Treated and released⁴ - NA Admitted⁴ - NA Urgent Care Visits⁴ - NA Ambulatory Care Visits - 3027</p>
11/25/06	<p>On 11/21/06 CMS extended the termination of KDMC's Medicare provider agreement from 11/30/06 to 3/31/07 (Goal 11/30/06).</p>	<p>On 11/21/06, State DHS reviewed and approved beds and staffing at Rancho Los Amigos.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 145 Average Daily Census³ - 144 ED visits Treated and released - 444 Admitted - 123 Urgent Care Visits - 167 Ambulatory Care Visits - 1769</p>

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<p>12/02/06</p>	<p>On 12/01/06 transferred management of KDMC Emergency Department (ED) to ED contractor (California Emergency Physicians) (Goal 02/05/07).</p> <p>On 12/01/06 transferred management of KDMC urgent care to ED contractor (California Emergency Physicians) (Goal 01/08/07).</p> <p>On 12/01/06 completed contract with private hospitals (St. Vincent/St. Francis) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06). Negotiations with additional hospitals ongoing.</p> <p>On 12/01/06 completed contract with private physicians at these hospitals for coverage of KDMC patients (Goal 12/15/06).</p> <p>On 11/28/06 transferred NICU to Harbor-UCLA (Goal 11/30/06).</p> <p>On 11/28/06 transferred PICU to Harbor-UCLA (Goal 11/30/06).</p> <p>On 11/28/06 transferred inpatient pediatrics to Harbor-UCLA (Goal 11/30/06).</p> <p>On 11/28/06 transferred high risk obstetrics to Harbor-UCLA (Goal 11/30/06).</p> <p>On 11/30/06 completed staffing for medical-surgical beds at OVMC (Goal 11/30/06).</p> <p>On 11/30/06 completed planning for Monday through Friday, 7:00 a.m. to 5:00 p.m., patient transportation services between KDMC and Harbor-UCLA which began on 12/01/06 (Goal 11/30/06). Seven day extended hour transportation services are being developed.</p> <p>On 12/01/06 closed KDMC Psych ER at Hawkins (Goal 12/15/06).</p>	<p>On 11/28/06 the Board of Supervisors approved a series of recommendations granting authority to DHS to establish contracts with physician groups, private hospitals, and transportation vendors.</p> <p>On 11/29/06 in response to DHS request, the County of Los Angeles Department of Mental Health (DMH) notified DHS that effective 12/01/06 LPS Conditional Designation status would continue at the KDMC Augustus F. Hawkins Community Mental Health Center (AFH CMHC) with the restriction that AFH CMHC would no longer be able to accept involuntary admissions to inpatient units. At the request of DHS on 12/15/06 LPS designation was withdrawn.</p> <p>On 11/29/06 the County of Los Angeles Department of Mental Health notified DHS of extended Designation Agreement for LAC+USC Healthcare Network, applicable to 50 currently licensed beds at the Ingleside campus and up to 76 psychiatric inpatient beds at AFH CMHC, through 12/31/07.</p> <p>On 11/29/06 selected KDMC staff from the NICU, PICU, and High Risk Obstetrics were assigned to Harbor-UCLA for retraining and assignment to these units.</p> <p>On 12/01/06 Drew resident rotations ended at KDMC resulting in the loss of approximately 250 residents. Care of patients transferred to attending and contract physicians.</p> <p>On 12/01/06 implemented contract with Primary Critical Care Medical Group for hospitalist and intensivist physicians at KDMC. Physician services provided through this contract replace the Drew resident physicians.</p> <p>On 12/01/06 two Advanced Life Support (ALS) ambulances were stationed onsite at KDMC to provide transportation to Harbor-UCLA and other DHS and contract hospitals. ALS ambulance coverage is available onsite from 7:00 a.m. to 11:00 p.m.</p> <p>On 12/01/06 MAC (EMS agency) employee assigned to KDMC, 11:00 a.m. to 7:00 p.m., to participate on the transfer team that coordinates patient transport to other DHS and contract hospitals.</p> <p>On 12/01/06 2-1-1, a countywide toll-free information and referral hotline, began providing recorded bilingual information on the availability of KDMC services with an option to be transferred to KDMC operators.</p> <p>On 12/01/06 posters are produced promoting KDMC services and the 2-1-1 line for posting throughout KDMC campus.</p>	<p>Number of Inpatient Admissions² – 121 Average Daily Census³ – 126 ED visits Treated and released – 446 Admitted – 92 Urgent Care Visits – 229 Ambulatory Care Visits – 2741</p>
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12/02/06 (cont.)	SERVICE CHANGE #1 COMPLETED AS SCHEDULED BY 11/30/06	On 12/01/06 bilingual flyers promoting KDMC services and the 2-1-1 line are produced for distribution to KDMC patients, partners, and patient advocates. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	
12/09/06		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. All ED patients are served and inpatients are cared for. Psychiatric patients entering KDMC ED are appropriately dispositioned. There is no decrease in volume of patients served. No negative outcomes reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² – 102 Average Daily Census ³ – 101 ED visits Treated and released – 482 Admitted – 67 Urgent Care Visits – 303 Ambulatory Care Visits – 2411
12/16/06	On 12/15/06 transferred management of KDMC Adult Psych to LAC+USC (Goal 12/15/06). SERVICE CHANGE #2 COMPLETED AS SCHEDULED BY 12/15/06	On 12/15/06 DHS contracts with DMH for 10 additional temporary Short-Doyle beds to mitigate impact of Psych ER closure. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² – 112 Average Daily Census ³ – 91 ED visits Treated and released – 439 Admitted – 85 Urgent Care Visits – 250 Ambulatory Care Visits – 2390
12/23/06		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² – 94 Average Daily Census ³ – 89 ED visits Treated and released – 417 Admitted – 72 Urgent Care Visits – 267 Ambulatory Care Visits – 2294
12/30/06		On December 24, 2006 State DHS licensing conducted a site visit to KDMC to review services in the ED and the LAC+USC operated psychiatric unit. They reported no concerns. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.	Number of Inpatient Admissions ² – 103 Average Daily Census ³ – 91 ED visits Treated and released – 465 Admitted – 89 Urgent Care Visits – 267 Ambulatory Care Visits – 1574 Transfers (12/01/06 – 12/31/06) Contract Hospitals – 43 2.76 Transfers – 60 Harbor-UCLA – 54 LAC+USC – 20 Olive View – 4 Rancho – 27 Total Transfers – 208

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01/06/07	DHS deferred transferring 23 Med-Surg Beds (8 step down + 15 Med-Surg) from KDMC to OVMC. Patients currently being served by Rancho and contract hospitals in the vicinity of KDMC (Goal 01/01/07).	<p>2-1-1 reported 311 KDMC related calls to the hotline between 12/01/06 and 01/03/07 (234 English and 97 Spanish).</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 88 Average Daily Census³ – 79 ED visits Treated and released – 422 Admitted – 67 Urgent Care Visits – 208 Ambulatory Care Visits – 1600</p>
01/13/07	<p>Started staffing for Rancho next increments (Goal 01/08/07). Staffing recruitment for Rancho next increments has begun. Final determination is dependent on KDMC employee mitigation assignments anticipated in February 2007. Additional staffing for OVMC has been deferred since patients are currently being served by Rancho and contract hospitals.</p> <p>SERVICE CHANGE #4 COMPLETED AS SCHEDULED BY 01/08/07.</p>	<p>Conduct contract negotiations with additional private hospitals to provide interim Med-Surg and ICU capacity on a PRN.</p> <p>On 01/11/07 assigned hospitalist to KDMC ED, 7:00 a.m. to 7:00 p.m., to monitor patients assigned to transfer hospitals, provide medical continuity and patient information, and oversee successful transfer.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 106 Average Daily Census³ – 78 ED visits Treated and released – 457 Admitted – 80 Urgent Care Visits – 286 Ambulatory Care Visits – 2531</p>
01/20/07	On 01/14/07 operate remaining 75 medical surgical and ICU-CCU beds at KDMC (Goal 03/01/07).	<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 87 Average Daily Census³ – 69 ED visits Treated and released – 467 Admitted – 76 Urgent Care Visits – 233 Ambulatory Care Visits – 1857</p>
01/27/07		<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 97 Average Daily Census³ – 68 ED visits Treated and released – 471 Admitted – 78 Urgent Care Visits – 288 Ambulatory Care Visits – 2507</p>

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02/03/07		<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 99 Average Daily Census³ – 69 ED visits Treated and released – 462 Admitted – 83 Urgent Care Visits – 327 Ambulatory Care Visits – 2341</p> <p>Transfers (01/01/07 – 01/31/07) Contract Hospitals – 40 2.76 Transfers – 89 Harbor-UCLA – 52 LAC+USC – 32 Olive View – 1 Rancho – 31 Insurance (Private Hospital) - 27 Total Transfers – 272</p> <p>Emergency Department (01/01/07-01/31/07) Arrival to Treatment Area - 85 minutes (Average) Left Without Being Seen – 7%</p>
02/10/07	<p>On 02/06/07 KDMC employees received mitigation letters informing them that they were 1) transferred to another DHS facility or 2) assigned to the new MLK-Harbor Hospital effective 02/20/07 (Goal 02/01/07).</p> <p>On 02/07/07 completed contract with an additional private hospital (White Memorial) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06; Previous contracts completed 12/01/06).</p> <p>Revised date to transfer management/operation of Lab, Radiology and Anesthesia to new groups to 03/01/07 (Original Goal 02/05/07).</p> <p>SERVICE CHANGE #3 COMPLETED AS SCHEDULED BY 03/01/07.</p>	<p>On 02/05/07 discontinued contracts with DMH for 10 additional temporary Short-Doyle beds. Inpatient psychiatric unit operated by LAC+USC at Augustus F. Hawkins is fully operational.</p> <p>On 02/09/07 CMS, State Licensure, and the State Health Officer conducted a site visit to KDMC and Harbor-UCLA to assess progress of the MetroCare Implementation Plan.</p> <p>On 02/09/07 Ranchos Los Amigos received State Licensure approval to operate 48 additional medical-surgical beds.</p> <p>On 02/10/07 DHS Chief Network Officer, Sharon Grigsby, was appointed to serve as interim CEO of MetroCare and Harbor-UCLA COO, Miguel Ortiz-Marroquin, was appointed to serve as interim CEO for Harbor-UCLA Medical Center.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 81 Average Daily Census³ – 65 ED visits Treated and released – 445 Admitted – 63 Urgent Care Visits – 309 Ambulatory Care Visits – 2423</p>

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02/17/07		<p>On 02/16/07 DHS requested that CMS extend the KDMC Medicare Provider Agreement until 08/15/07 to complete the transition of the hospital.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 74 Average Daily Census³ – 58 ED visits Treated and released – 440 Admitted – 51 Urgent Care Visits – 310 Ambulatory Care Visits – 2334</p>
02/24/07		<p>On 02/20/07 KDMC employees who were assigned to the new MLK-Harbor Hospital or another DHS facility reported to their new assignments.</p> <p>On 02/27/07 Governor Schwarzenegger sent a letter to CMS to support the DHS request for an extension.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 73 Average Daily Census³ – 52 ED visits Treated and released – 445 Admitted – 50 Urgent Care Visits – 305 Ambulatory Care Visits – 2021</p> <p>Transfers (02/01/07 – 02/28/07) Contract Hospitals – 76 2.76 Transfers – 80 Harbor-UCLA – 46 LAC+USC – 29 Olive View – 14 Rancho – 19 Insurance (Private Hospital) - 38 Total Transfers – 302</p> <p>Emergency Department (02/01/07-02/28/07) Arrival to Treatment Area - 89 minutes (Average) Left Without Being Seen – 6%</p>
03/3/07	<p>On 03/01/07 KDMC began operating as MLK-Harbor Hospital with 48 beds under the management of the MetroCare regional administration (Goal 03/01/07).</p> <p>DHS determined that management/operation of Laboratory, Radiology and Anesthesia will be assigned to MLK-Harbor Hospital Staff (Revised Goal 03/01/07)</p>	<p>2-1-1 reported 300 KDMC calls to the hotline in February 2007 (203 English and 97 Spanish).</p> <p>On 03/01/07 nineteen (19) KDMC physicians were reassigned to other DHS facilities.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 52 Average Daily Census³ – 54 ED visits Treated and released – 390 Admitted – 43 Urgent Care Visits – 297 Ambulatory Care Visits – 2356</p>

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03/10/07	On 03/06/07 completed contract with an additional private hospital (Downey Regional) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06; previous contracts completed 12/01/06 and 02/07/07).	DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 59 Average Daily Census ³ - 48 ED visits Treated and released - 450 Admitted - 43 Urgent Care Visits - 318 Ambulatory Care Visits - 2,343
03/17/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 42 Average Daily Census ³ - 46 ED visits Treated and released - 392 Admitted - 26 Urgent Care Visits - 280 Ambulatory Care Visits - 2,572
03/24/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 51 Average Daily Census ³ - 45 ED visits Treated and released - 432 Admitted - 31 Urgent Care Visits - 311 Ambulatory Care Visits - 2,411
03/31/07		On 03/30/07 CMS, State DHS, and County DHS executed an agreement to extend MLK-Harbor's Medicare Provider Agreement until 08/15/07 as requested by County DHS. 2-1-1 reported 265 MLK-Harbor calls to the hotline in March 2007 (178 English and 87 Spanish). DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 61 Average Daily Census ³ - 43 ED visits Treated and released - 448 Admitted - 39 Urgent Care Visits - 318 Ambulatory Care Visits - 2,515 Transfers (03/01/07 - 03/31/07) Contract Hospitals - 77 2.76 Transfers - 111 Harbor-UCLA - 45 LAC+USC - 22 Olive View - 8 Rancho - 18 - Insurance (Private Hospital) - 42 Total Transfers - 323

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03/31/07 (cont.)			Emergency Department (03/01/07-03/31/07) Arrival to Treatment Area – 111 minutes (Average) Left Without Being Seen – 4%
04/07/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 67 Average Daily Census ³ – 42 ED visits Treated and released – 461 Admitted – 42 Urgent Care Visits – 292 Ambulatory Care Visits – 2,341
04/14/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 60 Average Daily Census ³ – 46 ED visits Treated and released – 429 Admitted – 42 Urgent Care Visits – 334 Ambulatory Care Visits – 2,443
04/21/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² – 55 Average Daily Census ³ – 38 ED visits Treated and released – 447 Admitted – 35 Urgent Care Visits – 308 Ambulatory Care Visits – 2,557
04/28/07		DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	Number of Inpatient Admissions ² - 66 Average Daily Census ³ – 44 ED visits Treated and released – 438 Admitted – 39 Urgent Care Visits – 303 Ambulatory Care Visits – 2,497

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05/5/07		<p>2-1-1 reported 253 MLK-Harbor calls to the hotline in April 2007 (154 English and 99 Spanish).</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 60 Average Daily Census³ – 44 ED visits Treated and released – 432 Admitted – 43 Urgent Care Visits – 317 Ambulatory Care Visits – 2,443</p> <p>Transfers (04/01/07 – 04/30/07) Contract Hospitals – 51 2.76 Transfers – 77 Harbor-UCLA – 44 LAC+USC – 14 Olive View – 3 Rancho – 21 Insurance (Private Hospital) - 40 Total Transfers – 250</p> <p>Emergency Department (04/01/07-04/30/07) Arrival to Treatment Area – 104 minutes (Average) Left Without Being Seen – 5%</p>
05/12/07		<p>On 05/09/07 an unexpected death occurred at MLK-Harbor, was reported to appropriate regulatory agencies, and a comprehensive investigation was undertaken and corrective actions identified.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 70 Average Daily Census³ – 40 ED visits Treated and released – 415 Admitted – 44 Urgent Care Visits – 328 Ambulatory Care Visits – 2,505</p>

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05/19/07		<p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 49 Average Daily Census³ - 40 ED visits Treated and released - 392 Admitted - 32 Urgent Care Visits - 319 Ambulatory Care Visits - 2,380</p>
05/26/07		<p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 60 Average Daily Census³ - 37 ED visits Treated and released - 409 Admitted - 38 Urgent Care Visits - 312 Ambulatory Care Visits - 2,289</p>
06/02/07		<p>2-1-1 reported 280 MLK-Harbor calls to the hotline in May 2007 (180 English and 100 Spanish).</p> <p>Between December 2006 and May 2007 MLK-Harbor Hospital provided transportation for 2,736 patients/companions. Transportation services are available between MLK-Harbor Hospital, Harbor/UCLA Medical Center, Hubert H. Humphrey Comprehensive Health Center, and Dollarhide Health Center. Patients can arrange for door-to-door transportation from home for scheduled appointments. Transportation services are provided Monday through Friday, 7:00 a.m. to 5:00 p.m.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 68 Average Daily Census³ - 44 ED visits Treated and released - 393 Admitted - 34 Urgent Care Visits - 264 Ambulatory Care Visits - 1,984</p> <p>Transfers (05/01/07 - 05/31/07) Contract Hospitals - 46 2.76 Transfers - 87 Harbor-UCLA - 55 LAC+USC - 23 Olive View - 4 Rancho - 34 Insurance (Private Hospital) - 22 Total Transfers - 271</p> <p>Emergency Department (05/01/07-05/31/07) Arrival to Treatment Area - 96 minutes (Average) Left Without Being Seen - 4%</p>

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCORE UPDATE**

Week Ending July 28, 2007

Attachment

06/09/07		<p>From 06/05/07 – 06/07/07 CMS conducted a survey of the emergency department at MLK-Harbor in response to the delay experienced by a patient who required a transfer to another hospital due to a neurological condition.</p> <p>On 06/07/07 DHS received a letter from CMS dated 06/05/07 which provided notice of preliminary determination to terminate MLK-Harbor's Medicare participation following the 05/09/07 unexpected death at MLK-Harbor.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 46 Average Daily Census³ – 44 ED visits Treated and released – 388 Admitted – 33 Urgent Care Visits – 304 Ambulatory Care Visits – 2,426</p>
06/16/07		<p>On 06/11/07 Dr. Robert Splawn, DHS Senior Medical Director, was appointed interim Chief Medical Officer at MLK-Harbor Hospital.</p> <p>On 06/12/07 DHS provided a verbal and written report to the Board of Supervisors on MetroCare, findings from the 06/05/07 – 06/07/07 CMS and State site visit to MLK-Harbor, and corrective actions taken by DHS. The Board of Supervisors directed DHS, in collaboration with the Chief Administrative Officer, to present a contingency plan for continuation of alternative emergency and inpatient services should MLK-Harbor Hospital fail to meet the CMS conditions of participation and have to be closed.</p> <p>On 06/12/07 CMS provided written notice to MLK-Harbor of a finding of immediate jeopardy (EMTALA violation) during their survey of the emergency department which had been verbally reported during the 06/07/07 survey exit conference.</p> <p>On 06/15/07 DHS submitted to CMS a Plan of Correction in response to CMS' 06/05/07 notice of preliminary determination to terminate MLK-Harbor's Medicare participation (EMTALA violation).</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 54 Average Daily Census³ – 48 ED visits Treated and released – 412 Admitted – 29 Urgent Care Visits – 273 Ambulatory Care Visits – 2,455</p>

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCARE UPDATE**

Week Ending July 28, 2007

Attachment

06/23/07		<p>On 06/18/07 DHS submitted to CMS a Plan of Correction in response to CMS' 06/12/07 notification of a finding of immediate jeopardy during their survey of the emergency department at MLK-Harbor on 06/07/07.</p> <p>On 06/21/07 DHS was notified by the State Department of Health Services Licensing and Certification Program that it was initiating the process to revoke MLK-Harbor Hospital's license. The State indicated that the formal revocation accusation would be presented to MLK-Harbor Hospital by the end of June 2007.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 49 Average Daily Census³ - 44 ED visits Treated and released - 416 Admitted - 30 Urgent Care Visits - 219 Ambulatory Care Visits - 2,332</p>
06/30/07		<p>On 06/25/07 State DHS conducted a revisit of MLK-Harbor Hospital.</p> <p>On 06/25/07 CMS provided DHS with the complete 06/07/07 survey findings and directed DHS to submit a plan of correction in response to the two condition of participation findings related to the two reported incidents.</p> <p>On 06/26/06 the Board of Supervisors endorsed, in principle, the DHS contingency plan for continuation of alternative emergency and inpatient services should MLK-Harbor Hospital fail to meet the CMS conditions of participation and have to be closed. The contingency plan included closing the ED and redirecting 911 ambulance transports to surrounding hospitals, developing contracts with impacted hospitals to provide reimbursement for inpatient care for County-responsible patients who are delivered to that hospital via ambulance, providing inpatient services at other DHS and contract hospitals, maintaining outpatient clinics and the urgent care center at the MLK-Harbor site, and undertaking an expediated public solicitation to identify potential private hospital operators with the ability and interest to operate MLK-Harbor Hospital.</p> <p>On 06/26/07 DHS received written notification from CMS that as a result of the 06/25/07 State DHS revisit and corrective measures taken by MLK-Harbor, the immediate jeopardy was lifted. This notification also revised the due date for the plan of correction referenced in the 06/25/07 CMS letter to DHS to 07/10/07.</p> <p>On 06/29/07 State DHS provided Los Angeles County with the formal "Notice of Accusation" which initiates the process of licensure withdrawal.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p>	<p>Number of Inpatient Admissions² - 61 Average Daily Census³ - 37 ED visits Treated and released - 431 Admitted - 46 Urgent Care Visits - 249 Ambulatory Care Visits - 2,072</p> <p>Transfers (06/01/07 - 06/30/07) Contract Hospitals - 36 2.76 Transfers - 86 Harbor-UCLA - 66 LAC+USC - 39 Olive View - 10 Rancho - 30 Insurance (Private Hospital) - 23 Total Transfers - 290</p> <p>Emergency Department (06/01/07-06/30/07) Arrival to Treatment Area - NA Left Without Being Seen - 4%</p>

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCARE UPDATE**

Week Ending July 28, 2007

Attachment

06/30/07 (cont.)		Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.	
07/07/07		<p>2-1-1 reported 278 MLK-Harbor calls to the hotline in June 2007 (184 English and 94 Spanish).</p> <p>In June 2007 MLK-Harbor Hospital provided transportation for 444 patients/companions.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 79 Average Daily Census³ - 41 ED visits Treated and released - 446 Admitted - 61 Urgent Care Visits - 208 Ambulatory Care Visits - 1,428</p>
07/14/07		<p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 75 Average Daily Census³ - 39 ED visits Treated and released - 515 Admitted - 56 Urgent Care Visits - 215 Ambulatory Care Visits - 2,142</p>
07/21/07		<p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 78 Average Daily Census³ - 44 ED visits Treated and released - 470 Admitted - 64 Urgent Care Visits - 260 Ambulatory Care Visits - 1,989</p>
07/28/07		<p>From 07/23/07 to 07/27/07 CMS conducted a comprehensive review of MLK-Harbor Hospital. There was no exit conference. CMS will render its final report on findings on or before August 15, 2007.</p> <p>On 07/24/07 CMS issued an Immediate Jeopardy finding during their review of MLK-Harbor Hospital. The finding related to supervision of a psychiatric patient. MLK-Harbor Hospital submitted both immediate and detailed plans of correction and CMS removed the Immediate Jeopardy finding on 07/27/07.</p> <p>DHS closely monitors MLK-Harbor, ED, contractors, and patient transfers to County and contract hospitals.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on MLK-Harbor and MetroCare.</p>	<p>Number of Inpatient Admissions² - 86 Average Daily Census³ - 37 ED visits Treated and released - not available Admitted - not available Urgent Care Visits - not available Ambulatory Care Visits - 1,983</p>

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCARE UPDATE

Week Ending July 28, 2007

Attachment

- 1. October 17, 2006 letter from DHS to Board of Supervisors, Approval of MetroCare Implementation, Attachment II.
- 2. Excluding Psych.
- 3. Excluding ED holding; Including Psych.
- 4. Data not available due to KDMC staff changes.